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USDA STATE DEFENSE OPERATIONS HANDBOOK



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INTRODUCTION

SECTION 1 - PURPOSE

1. APPLICABILITY AND SCOPE. This Handbook is designed as an aid to the USDA State Defense Boards in both the pre-emergency and emergency periods. Because defense activities of the USDA State Defense Board must be coordinated with additional defense work done by the USDA agencies, this Handbook also contains broad guidance on USDA agency defense activity at the State level.

This Handbook deals primarily with operational matters such as organization, staffing assignments, and methods. It indicates how program *--procedures are to be developed and filed. It provides some operational guidance needed at the State level for effective programing and readiness--* to act in an emergency.

SECTION 2 - ARRANGEMENT AND NOMENCLATURE

2. ARRANGEMENT.

a. Parts. The USDA State Defense Operations Handbook (SDH) is divided into the following parts:

(1) Defense Assignments of USDA and Organization of Defense Boards

(2) Emergency Operations and Pre-Emergency Preparation

b. Format. Chapters of the Handbook are numbered consecutively throughout. Paragraphs also are numbered consecutively and the numbers are related to the Chapter in which they appear. e.g., paragraphs in Chapter 1 are in the 100 series; in Chapter 2 in the 200 series; in Chapter 3 in the 300 series, etc. Citations are to paragraph numbers only when the reference is to another paragraph in the State Handbook. Wherever a need exists to distinguish between paragraphs in the State and County Handbooks the symbols SDH and CDH should accompany the paragraph number.

Pages are numbered consecutively throughout. There are gaps in numbering of paragraphs and pages to allow for expansion.

USDA STATE DEFENSE OPERATIONS HANDBOOK

Exhibits in the Handbook are numbered consecutively also and follow the chapter to which they are most applicable.

3. NOMENCLATURE. For convenience, abbreviations are used frequently throughout the Handbook as follows:

AMS	Agricultural Marketing Service
ARS	Agricultural Research Service
--ASC	Agricultural Stabilization and Conservation--
ASCS	Agricultural Stabilization and Conservation Service
Board or State Board	USDA State Defense Board
--CCC	Commodity Credit Corporation--
--CDH	USDA County Defense Operations Handbook--
CES	Cooperative Extension Service
DASCO	Deputy Administrator State and County Operations - ASCS
--DDSS	Disaster and Defense Services-- Staff of DASCO (provides Department-wide defense services to the Special Assistant to the Secretary)
ERS	Economic Research Service
ESO	Emergency State Office
FES	Federal Extension Service
FHA	Farmers Home Administration
FM	Food management
FP	Food production
FS	Forest Service
OCD-DOD	Office of Civil Defense - Department of Defense
OEP	Office of Emergency Planning
--RDR	USDA Regional Defense Representative (when cut off from USDA National headquarters, Chairman of the USDA Regional Defense Board)--
SCS	Soil Conservation Service
SDH	USDA State Defense Operations Handbook
SRS	Statistical Reporting Service

4. SUGGESTIONS FOR CHANGE. Board Chairmen will report any suggestions for changing the provisions as written to the appropriate Area Director, ASCS, Attention: Disaster and Defense Services Staff. All such proposed changes will then be evaluated.

Special Assistant
to the Secretary of Defense

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PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

CHAPTER 1 - DEFENSE AUTHORITIES AND RESPONSIBILITIES OF USDA

101. EXECUTIVE ORDER 10958. Executive Order 10958 assigns to the Secretary of Agriculture responsibility for stockpiling of food (Exhibit 1).

102. EXECUTIVE ORDER 10998. Executive Order 10998 assigns emergency functions to the Secretary of Agriculture. This order
--identifies the pre-emergency preparedness responsibilities of the--
Secretary and states that the Department "will have the responsibility for carrying out such programs during an emergency" (Exhibit 2).

The White House press release accompanying the issuance of Executive Order 10998 said in part: "The assignment of emergency preparedness responsibilities to various agencies reflects the policy expressed in law that maximum use should be made of the regular departments and agencies in carrying out emergency preparedness programs. This approach is designed to achieve maximum effectiveness and efficiency through building into the ongoing programs of the agencies an emergency preparedness capability.....The President stressed that these important emergency preparedness responsibilities are to be regarded as basic elements of the agencies' broad missions and should be integrated throughly with other agency programs at every step of the planning and operations processes. "

CHAPTER 2 - DEFENSE ASSIGNMENTS WITHIN USDA

- *--201. SECRETARY'S MEMORANDUM NO. 1489 (REVISED). This--*
Secretary's Memorandum (Exhibit 3) identifies and makes assignments to USDA agencies at the national level for both pre-emergency preparation and emergency operations. It specifies the organization and assignments for pre-emergency preparation and emergency operations at regional, State and county levels. This Handbook indicates how the assignments at the State level will be carried out.
- *--202. ORGANIZATION CHART. A chart of the defense organization of USDA showing major assignments is found as Exhibit 3A.--*

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON 25, D. C.

February 7, 1963

*--

SECRETARY'S MEMORANDUM NO. 1489, REVISED

Assignment of Defense Responsibilities in USDA

SECTION 1 - GENERAL

1. PURPOSE. This Memorandum outlines the defense responsibilities of the Department of Agriculture and the organization for carrying them out at the national, regional, State and county levels. It establishes responsibility for Departmental direction and coordination, and assigns major defense functions to USDA agencies doing related work, so as to build full capability into existing organization. Other defense assignments may be made from time to time. Defense responsibilities will be regarded as equal in importance to regular programs and activities.

2. SUMMARY OF USDA DEFENSE RESPONSIBILITIES. The Department of Agriculture has been delegated defense program responsibilities relating to:

- a. Processing, storage and distribution of food from the farm through the wholesaler level;
- b. Food production on farms;
- c. Domestic distribution of farm equipment and fertilizer;
- d. Use of facilities associated with food production, processing, storage, and distribution and domestic distribution of farm equipment and fertilizer;
- e. Salvage of food and rehabilitation of food facilities;
- f. Stockpiling of food;
- g. Protection of crops, livestock, and products thereof from biological and chemical warfare;
- h. Purity and wholesomeness of livestock, meat and meat products, poultry and poultry products in establishments subject to USDA inspection and commodities owned by the Commodity Credit Corporation or the Secretary. This includes monitoring for fallout on such foods;
- i. Research on matters relating to defense;
- j. Defense information and education program;

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- *--
- k. Emergency credit;
 - l. Rural fire defense and timber production, including production and utilization of forest products;
 - m. Emergency use of soils and water;
 - n. Agricultural statistics relating to defense;
 - o. Radiological defense for agricultural purposes;
 - p. Assessment of effects of attack on assigned resources;
 - q. Claiming manpower, equipment, supplies and services needed to support food and other program responsibilities;
 - r. Analyzing food requirements and supplies;
 - s. Cooperation with the Office of Emergency Planning on economic stabilization and rationing policies.

SECTION 2 - RESPONSIBILITIES AT NATIONAL HEADQUARTERS

3. DIRECTION, COORDINATION AND LIAISON.

a. The Special Assistant to the Secretary on Defense (referred to hereafter as Special Assistant) is responsible to the Secretary for directing the total defense program of USDA. This includes maintaining liaison with executive departments and the Congress with respect to policy matters, supervision and direction of USDA National, State and County Defense Boards, the USDA defense representative at the regional level, the USDA part of the National Defense Executive Reserve Program, and providing policy guidance to USDA agencies in carrying out specific defense assignments. In an emergency, the Special Assistant would serve as a principal staff assistant to the Secretary for defense matters including estimating effects of the emergency and serving as claimant for requisites for the food and other USDA programs.

b. USDA National Defense Board. A USDA National Defense Board made up of the heads of agencies with major defense assignments has been established to provide help and counsel as may be required by the Special Assistant in directing and coordinating the defense work of the Department. This Board will advise the Secretary on defense matters. Members of the Board as heads of their agencies will be responsible for carrying out the pre-emergency defense planning and providing technical direction to agency representatives in the field as needed to carry out their agency and the Departmental program.

4. AGRICULTURAL MARKETING SERVICE. The Agricultural Marketing Service is responsible for pre-emergency and emergency operations relating to management of food from the time it enters marketing channels until it ceases to be a USDA responsibility; Provided, however, that ASCS shall be responsible for seed and feed, and provided further that responsibility for grain and grain products shall be shared with the ASCS as follows: ASCS shall be responsible for the storage and movement of all grain in raw form including grain and grain products used for feed and seed. AMS shall determine

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*-- civilian requirements for grain and will advise ASCS concerning movement of grain for processing into products for human consumption and shall be responsible for the processing, storage, and distribution of grain products for human consumption.

Subject to the above limitations, the AMS responsibilities include:

- a. Emergency food orders and plans relating to food processing, storage, and distribution through the wholesaler level and the direct procurement of food as necessary under emergency conditions;
- b. Analysis of food processing, storage, and distribution capability, and developing emergency programs as needed for these areas;
- c. Programs for emergency salvage of food that is an AMS responsibility, and for the use and rehabilitation of food facilities for which AMS is assigned responsibility;
- d. Programs to provide assistance to food processing, storage, and distribution industries and advising food industry groups of USDA plans for post-attack food management;
- e. Determination of requirements of the food processing, storage, and distribution industries for non-food requisites, including manpower, equipment, supplies, services, and credit and reporting these requirements to the ASCS for consolidation with requirements submitted by other USDA agencies;
- f. Development, in cooperation with ASCS, of plans for meeting emergency transportation needs of farmers and food handlers;
- g. Presentation of claims for food for the civilian population to the Economic Research Service;
- h. Cooperation with ERS in the development of recommendations concerning economic stabilization and rationing policies;
- i. Inspection and grading of agricultural commodities and inspection to insure the purity and wholesomeness of poultry and poultry products in slaughtering and processing plants subject to continuous AMS inspection;
- j. Maintenance of a capability for radiological monitoring of the poultry slaughtering and processing plants subject to continuous AMS inspection and for agricultural commodities (including grain) owned by the Commodity Credit Corporation or USDA (except those stored on farms, ranches, or at bin sites);
- k. Development and management in the pre-emergency period of programs relating to stockpiles of processed foods and the management of such stockpiles in the emergency period. This includes cooperation with ASCS in rotation of CCC stocks of processed foods;
- l. Designation and training of staff (including Executive Reservists) to carry out AMS emergency assignments;
- m. Market quality and transportation and facilities research on matters related to AMS defense responsibilities.

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*-- 5. AGRICULTURAL RESEARCH SERVICE. The Agricultural Research Service is responsible for pre-emergency and emergency operations covering:

- a. Defense against biological and chemical warfare in relation to crops, livestock and products thereof and determination of the extent and effects of biological and chemical warfare agents employed by an enemy on agriculture;
- b. Inspection to insure the purity and wholesomeness of livestock, meat and meat products in slaughtering and processing plants subject to continuous inspection of ARS;
- c. Research in support of defense needs and anticipated emergency operations except as noted under "Agricultural Marketing Service", "Economic Research Service", "Forest Service", and the "Cooperative State Experiment Station Service";
- d. Determination of requirements for and information and advice on equipment, chemicals and other requisites needed in support of the assigned activities;
- e. Maintaining a capability for radiological monitoring at meat slaughtering and processing plants and stockyards subject to continuous ARS inspection;
- f. Organization and direction of a system of radiological monitoring, including (1) arrangements with OCD-DOD for the acquisition, use, and disposition of monitoring equipment; (2) training of instructors in the use of monitoring equipment and general assistance to agencies of the Department in coordinating radiological training; and (3) development and formulation of guidelines for use in determining the most efficient countermeasures for production, processing, and distribution of agricultural commodities. These guidelines are the results of research studies conducted in cooperation with other Federal departments, including the Department of Defense, the Atomic Energy Commission, and the Department of Health, Education and Welfare;
- g. Administrative functions on behalf of the Secretary relating to radiological safety within the Department.

6. AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE. The Agricultural Stabilization and Conservation Service is responsible for pre-emergency and emergency operations relating to production of crops and livestock, and to the processing, storage, and distribution of feed and seed and to the domestic distribution of farm equipment and fertilizer. ASCS responsibilities include:

- a. Production goals and food production program actions involving use of production facilities;
- b. Assistance to farmers, grain storage industry, the domestic farm equipment and fertilizer distribution industries and the feed and seed industries including determination of requirements for manpower, equipment, supplies, and services;
- c. Programs relating to the management and stockpiling of CCC-owned commodities. Such plans shall be coordinated with AMS stockpile management operations;

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- d. Programs for emergency period controls on feed and seed and on domestic distribution of farm equipment and fertilizer, and for advising industry of control plans;
- e. Programs for salvaging of food and for use and rehabilitation of facilities within the areas of ASCS' assignment, and for farm land;
- f. Programs for handling, storage and distribution of all grain prior to export, processing for human consumption or industrial use. Grain for livestock feed including mixed feed and grain for seed are assigned to ASCS at all levels;
- g. Supplying ERS with information on livestock, feed, and seed requirements for food production purposes and on food production capabilities, based on known or assumed level of availability of essential production requisites;
- h. Cooperation with ERS in developing recommended economic stabilization and rationing policies;
- i. Designation and training of staff (including Executive Reservists) to carry out ASCS' emergency assignments;

The following additional functions will be performed by ASCS as a coordinating service for the Special Assistant:

- j. Consolidation of all claims for manpower, equipment, supplies and services needed to support food and other program responsibilities of USDA. Supplying to AMS, ARS, ERS and FS information on availability of non-food requisites for the USDA programs;
- k. Representing USDA at interagency meetings relative to defense, as designated or upon request;
- l. Servicing of USDA State and County Defense Boards;
- m. Developing a readiness of assigned USDA personnel to function as a USDA Regional Defense Board to provide policy direction if, in an emergency, USDA State Defense Boards are cut off from National direction; maintaining liaison with regional offices of OEP and OCD (DOD) and representatives of other Federal agencies at the regional level;
- n. Coordinating activities relating to assessment of attack effects on food and related facilities and other resources that are USDA responsibilities and processing data from sources within USDA needed for defense;
- o. Assembly of defense reports of various USDA agencies on defense activities, preparing defense reports for the Department and advising on the maintenance of records needed for emergency action.

7. COOPERATIVE EXTENSION SERVICE. The Cooperative Extension Service is responsible for pre-emergency and emergency operations through the State Extension Services covering:

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- a. Information to farmers, other rural people and individual members of the food industry concerning their role in an emergency and educational assistance in reducing vulnerability of homes, crops, livestock and forests to either covert or overt attack;
- b. Maintaining close working relationships with organizations and groups serving the community and information media to obtain understanding and support of USDA defense activities;
- c. Information and education services essential to carrying out the defense programs of USDA;
- d. Information and education services essential to application of science and technology to meet emergency agricultural production goals;
- e. Under delegation from the Office of Civil Defense, carrying out the rural shelter program.

8. COOPERATIVE STATE EXPERIMENT STATION SERVICE. The Cooperative State Experiment Station Service is responsible for utilizing the services of cooperating State agencies in carrying out the Department's emergency defense responsibilities. It shall also encourage research by cooperating agencies to support the program of the U. S. Department of Agriculture and assure coordination of such work with the USDA defense program responsibilities.

9. ECONOMIC RESEARCH SERVICE. The Economic Research Service is responsible for conducting economic analyses and maintaining related economic data in support of defense programs and emergency operations, including current and projected supplies of and requirements for food and fiber, production capacity and adjustment potentials for food and fiber, and needs for and substitution possibilities for farm production goods and marketing services, both domestically and for foreign countries. Such data shall be developed cooperatively with the appropriate agencies of the Department.

The following functions shall be performed by ERS for the Special Assistant:

- a. Maintaining a centralized system to provide intelligence currently on the agricultural and overall food situation and making appropriate projections based on such intelligence;
- b. Recommending basic food allocations to major food claimants on the basis of ERS estimates of supplies and requirements, taking into consideration the claims and other data furnished by AMS, ASCS, FAS, and other Federal agencies with assigned food claimancy responsibilities;
- c. Recommending economic stabilization and rationing policies after consultation with AMS, ASCS, and FAS on effects of proposed recommendations. Upon request, representing USDA at interagency meetings relative to these recommendations.

10. FARMERS HOME ADMINISTRATION. The Farmers Home Administration is responsible for pre-emergency and emergency operations covering:

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- a. Emergency credit to farmers in support of the food production program;
- b. Technical assistance relating to guarantees and other credit arrangements for food processors and distributors in support of the food management program.

11. FOREIGN AGRICULTURAL SERVICE. The Foreign Agricultural Service is responsible for pre-emergency and emergency operations relating to:

- a. Assistance to ERS in the acquiring and analysis of information related to food and agricultural commodities on a world-wide basis by commodities;
- b. In cooperation with the Department of State, the assembling and analyses of food requirements for foreign allies and making recommendations regarding allocations;
- c. In cooperation with the Canadian Government, assemble and present Canadian food requirements whenever food allocations are to be made;
- d. Export controls under the Export Control Act, and import controls of agricultural commodities;
- e. Support of the activities of international defense organizations, such as NATO and SEATO and their respective sub-organizations concerned with food and agriculture whether carried on in this or other countries.

12. FOREST SERVICE. The Forest Service is responsible for pre-emergency and emergency operations covering:

- a. Prevention and control of fires in rural areas caused by effects of enemy attack (in cooperation with State government and appropriate Federal agencies) and determining damage to National Forests and other forested areas resulting from enemy attack;
- b. Emergency protection, management, and utilization of National Forest timber, range, water, and related resources;
- c. Emergency production, availability and utilization of timber and timber products by agreement with the Department of Commerce which has primary responsibility under executive orders;
- d. Determination of requirements for and information and advice on equipment, manpower, fuels, chemicals, and other requisites needed for carrying out the assigned activities;
- e. Guidance and coordination of monitoring for rural fire control and operational monitoring on lands within National Forest boundaries and all State or privately owned forest and range land protected by the Forest Service under cooperative agreement;
- f. Research in support of defense and emergency operations relating to management, utilization of forest resources, and defense against rural land fires.

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*-- 13. RURAL ELECTRIFICATION ADMINISTRATION. The Rural Electrification Administration is responsible for pre-emergency and emergency operations covering:

- a. Emergency credit to REA-financed rural electrification and communications systems;
- b. Technical assistance and advice on restoration of electric power and telephone service, and in meeting emergency conditions, including facilities protection; estimating electric power requirements and supply capabilities of REA-financed systems; and preparation of plans to claim materials, manpower, equipment, supplies and services needed by REA-financed systems and to meet the requirements of their customers.

14. SOIL CONSERVATION SERVICE. The Soil Conservation Service is responsible for pre-emergency and emergency operations relating to:

- a. Radiological monitoring of agricultural lands and water, farm commodities stored or harvestable on farms, ranches, and at bin sites, and advising on safety for livestock;
- b. Providing technical assistance to farmers and others in the selection of land for food and fiber production; and use, conservation, disposal and control of water so as to assure adequate useable water and flood prevention.

15. STATISTICAL REPORTING SERVICE. The Statistical Reporting Service is responsible for obtaining and supplying agricultural statistics necessary to support defense planning and emergency operations. This shall include development of procedures for adapting available statistics to defense needs. SRS will represent ERS personnel located in the State on the State Defense Board and will be prepared to arrange for ERS participation in evaluating farm production problems and potential in a cut-off situation.

16. OFFICE OF BUDGET AND FINANCE. The Office of Budget and Finance is responsible for pre-emergency and emergency operations for the budgeting and financing of both administrative and program defense activities and for establishing budget and finance operations at USDA relocation sites.

17. OFFICE OF GENERAL COUNSEL. The Office of General Counsel is responsible for advice and assistance on legal aspects of food orders, and other proposed defense actions in pre-emergency and emergency periods.

18. OFFICE OF INFORMATION. The Office of Information is responsible for defense information services at the national level in pre-emergency and emergency circumstances and for providing assistance and advice regarding proper use of informational media in the field. It shall also determine and institute actions to obtain any additional informational materials not prepared by appropriate USDA agencies.

19. OFFICE OF PERSONNEL. The Office of Personnel is responsible for pre-emergency and emergency activities relating to personnel, including information to employees on safety and survival actions, assistance to other USDA agencies in staffing USDA emergency

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- *-- headquarters and in developing procedures for recruiting and appointing personnel under post-attack conditions and developing plans for safety of families of USDA personnel.

It shall, as a service to the Special Assistant, develop a training program and materials for the USDA unit of the National Defense Executive Reserve, keep such records as are needed and manage necessary personnel operations. It shall also coordinate executive reserve training programs of individual USDA agencies with the Departmental program.

20. OFFICE OF PLANT AND OPERATIONS. The Office of Plant and Operations is responsible for pre-emergency and emergency activities relating to alerting employees in event of an emergency, office space for employees, office equipment and supplies, reproduction of material, coordination of employee transportation, communications and other administrative services essential under emergency conditions.

21. AGENCY COORDINATION, ORGANIZATION AND STAFFING.

- a. Coordination. Each USDA agency or office with a defense assignment will coordinate its responsibility with related responsibilities of other USDA agencies or offices.
- b. Emergency Organization and Staffing. The head of each agency or office given a defense assignment will consider the internal organization and staff which he would need in an emergency to carry out his assigned area of responsibility at the headquarters level. This organization will conform as nearly as possible to existing organization and existing organization units will be used whenever possible.
- c. Assistance to Agencies. Where existing units appear to be insufficient to carry out defense assignments, the responsible agency will work out arrangements for either setting up defense committees, establishing an executive reserve, or utilizing staffs of other agencies to perform the necessary defense functions. The Special Assistant will continuously evaluate emergency functions of USDA agencies in order to determine priorities for emergency assignments to USDA personnel.
- d. Approval of Emergency Organization Plans. When adaptations of current organization to meet an emergency have been worked out, they shall be submitted to the Special Assistant for approval.

SECTION 3 - RESPONSIBILITIES OF USDA REGIONAL LEVEL OFFICES

22. USDA REGIONAL REPRESENTATION. Since USDA agency operations are not normally carried out on a uniform regional basis, USDA has designated a person to become USDA Regional Defense Representative in an emergency at each of the eight OEP-OCD (DOD) Regional Offices. They shall be assisted at these sites by representatives of the following agencies:

- (1) Agricultural Marketing Service
- (2) Agricultural Stabilization and Conservation Service
- (3) Agricultural Research Service
- (4) Cooperative Extension Service
- (5) Farmers Home Administration
- (6) Forest Service
- (7) Soil Conservation Service

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*-- In the event it is impossible to contact USDA national headquarters in an emergency, each Regional Defense Representative and the agency representatives designated to assist him will constitute a Regional Defense Board.

a. Pre-Emergency. The USDA Regional Defense Representatives and the USDA agency representatives designated to assist them will receive training and assistance in developing readiness to carry out emergency Board responsibilities from the ASCS national headquarters. Agency representatives will also receive technical advice from their individual agencies. (Liaison between USDA and regional offices of the OEP-OCD (DOD) and regional offices of other Federal agencies in the pre-emergency period will be carried out by ASCS national headquarters for the Special Assistant.)

b. Emergency Responsibilities. In an emergency, each USDA Regional Defense Representative will be responsible to an appropriate national level official for:

- (1) Liaison with OEP-OCD (DOD) and other agencies of Government at the regional level;
- (2) Claiming necessary manpower, equipment, supplies, and services needed to support essential USDA functions within the region;
- (3) Keeping USDA representatives in the field and at national headquarters informed; and
- (4) Providing technical assistance to the Chairman of USDA State Defense Boards.

If communications with higher authority are cut off, each Chairman of a USDA Regional Defense Board is responsible for providing policy direction for all USDA programs in his region until communications are restored. This includes policy direction to Chairmen of USDA State Defense Boards.

23. AMS FOOD DISTRIBUTION AREA OFFICES. The AMS Food Distribution Area Offices for defense purposes are parts of the national office organization and do not come under the emergency control of USDA State or Regional Defense Boards. However, when communications with USDA national headquarters are cut off, program direction to the USDA State Defense Board Chairmen will be through and with concurrence of the Chairman of the USDA Regional Defense Board. When communications are intact, program direction to the State Defense Board Chairmen will be through and with concurrence of USDA national headquarters. If communications with both the USDA Regional Defense Board and USDA national headquarters are cut off, the AMS Food Distribution Area Offices are authorized to carry out the following functions listed below without other concurrence. With respect to its assigned geographical area and subject to conditions stated above, each AMS Food Distribution Area Office shall, under direction of national headquarters, develop a capability to carry out in an emergency the following functions:

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- *--
- a. Obtaining and analyzing data from USDA State Defense Boards and other sources on the food supply-requirements situation and reporting the results to national headquarters and to appropriate USDA Regional Defense Boards;
 - b. Assisting USDA State Boards and in a cut-off situation the USDA Regional Defense Boards by arranging for inter-State readjustment of food supplies within its area including: (1) requisitioning of "stranded food shipments" so they can be used; (2) requesting ASCS Commodity Offices to supply CCC stocks to meet critical deficits; (3) when appropriate, request ASCS Commodity Offices to arrange for the procurement and shipment of other food to meet urgent needs of other areas; (4) programing utilization of other Government-owned stocks of processed foods; and (5) providing technical guidance to the food management representatives on USDA State Defense Boards in carrying out USDA food distribution functions within a State when both are cut off from national office direction;
 - c. Administering food orders, as assigned by those orders;
 - d. Continuing regular functions of AMS Food Distribution Area Offices which, as appropriately modified, would be essential during the emergency period and taking other steps, not inconsistent with this memorandum, which the Area Office Supervisor may deem appropriate to reduce inequities in the food supply in his area.

24. ASCS COMMODITY OFFICES. The ASCS Commodity Offices for defense purposes are parts of the national office organization and do not come under emergency control of USDA State or Regional Defense Boards. However, when communications with USDA national headquarters are cut off, program direction to the USDA State Defense Board Chairmen will be through and with concurrence of the Chairman of the USDA Regional Defense Board. When communications are intact, program direction to the State Defense Board Chairmen will be through and with concurrence of USDA national headquarters. If communications with both the USDA Regional Defense Board and USDA national headquarters are cut off, the ASCS Commodity Offices are authorized to carry out the following functions listed below without other concurrence. Each ASCS Commodity Office, with respect to its assigned commodity responsibilities and subject to conditions stated above, under the direction of national headquarters, shall develop a capability to carry out in an emergency the following functions:

- a. Managing stocks, including stockpiles, owned or managed by the Commodity Credit Corporation at the time of attack or subsequently acquired, including storage, handling, arranging for processing to another form, and shipment in accordance with instructions from national headquarters or as cooperatively worked out with AMS Food Distribution Area Offices in a cut-off situation to meet State needs;
- b. Procuring agricultural commodities of the types normally handled by the Commodity Offices to meet inter-State needs which cannot be met by normal trade operations;

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- c. Working with AMS Food Distribution Area Offices in procuring and shipping food as required by the emergency situation following national direction or national policy guidance;
- d. Providing technical guidance to USDA State Defense Boards with respect to carrying out CCC stocks management functions for the Commodity Offices;
- e. Administering food orders, as assigned by those orders;
- f. Continuing regular functions of Commodity Offices which, as appropriately modified, would be essential during the emergency period and taking such other steps, not inconsistent with this memorandum, as the Director may deem appropriate in maximizing the utilization of Government-owned stocks of agricultural commodities.

25. USDA RESEARCH STATIONS AND FOREST SERVICE REGIONAL OFFICES. The USDA Research Stations and Forest Service Regional Offices shall be regarded as arms of the national office of the USDA in carrying out the defense responsibilities of the Department and do not come under the control of USDA State or Regional offices. If in an emergency, communication between the National office and the Regions-Stations are inoperative, emergency activities will be directed by the Director or Acting Chief as provided in a chain of command designation until such time as communication with national headquarters is restored.

The following delegations of responsibility shall be in effect in an emergency:

- a. If a cut-off of communications precludes directing activities by national headquarters, each Research Station Director and Regional Forester is authorized to make all emergency program decisions relating to Departmental research activities and National Forest administration within their respective territory;
- b. If USDA Research or National Forest Offices are cut off from communications with their respective Research Stations or Regional Offices, direction of emergency activities will be in accordance with the respective Research Station Director's or Regional Forester's pre-determined delegation and plan; and
- c. In a cut-off situation, the Research Station Directors and Regional Foresters will keep the appropriate USDA State and Regional Defense Board Chairmen advised of actions taken and utilize the assistance of these offices to obtain needed requisites to carry out related Departmental responsibilities.

SECTION 4 - RESPONSIBILITIES AT THE STATE LEVEL

26. USDA STATE DEFENSE BOARDS. The USDA has a USDA State Defense Board in each State, plus one covering Puerto Rico and the Virgin Islands. A USDA Defense Board for the District of Columbia has also been established and shall be guided by directions to USDA State Defense Boards except in matters of membership. Membership of each USDA State Defense Board includes a representative of each of the following agencies:

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- a. Agricultural Marketing Service
- b. Agricultural Stabilization and Conservation Service (Chairman)
- c. Agricultural Research Service
- d. Cooperative Extension Service
- e. Farmers Home Administration
- f. Forest Service
- g. Soil Conservation Service
- h. Statistical Reporting Service

To assist the USDA State Defense Board members, agencies with limited field personnel may arrange for personnel of other agencies to represent them on USDA State Defense Boards. If such an arrangement is needed, the National offices of the agencies involved shall be requested to approve the proposed assignments. The Chairman of the USDA State Defense Board is generally the ASCS State Executive Director, who also represents ASCS on the Board. The ASCS State Office will provide supporting services, such as typing, filing, reproduction and mailing for the Board.

27. PRE-EMERGENCY. The Chairman of the USDA State Defense Board, under direction of the Special Assistant, is responsible for:

- a. Maintaining liaison with the State government defense organization and other appropriate agencies and officials at the State level;
- b. Assuring that his Board members have an adequate organization and staff to carry out USDA responsibilities at the State level in event of emergency;
- c. Assuring that programs are adequate at the State level covering assessment of attack effects; food requirements and allocations, claimancy for manpower, equipment, supplies and services, etc.;
- d. Coordinating and guiding representatives of each USDA agency at the State level in fulfilling their agency defense assignments as listed in Section 2 above;
- e. Supervising and directing defense work by Chairmen and members of USDA Defense Boards at the county level;
- f. Collecting and reporting data needed to support defense programs.

28. EMERGENCY RESPONSIBILITIES. In an emergency, the Chairman of the USDA State Defense Board will be responsible, under direction of an appropriate official at the national level, for coordinating the administration of all USDA programs at the State level. This will include:

- a. Maintaining liaison with the Chairman of the USDA Regional Defense Board, if such a Board is operating and representing USDA in relations with State government officials and with representatives of other appropriate agencies at the State level;
- b. Obtaining attack data and coordinating assessment of effects of attack;

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- *--
- c. Determining food requirements and supply situation;
 - d. Claiming necessary manpower, equipment, supplies and services from control authorities;
 - e. Directing and coordinating activities of the various USDA agency representatives at the State level in accordance with assignments in Section 2 above;
 - f. Directing the activity of the Chairmen of the USDA County Defense Boards.

The Chairman will be assisted by other members of the Board and by the additional staff designated in the pre-emergency period. Each Board member, under the direction of the Chairman, shall carry out his agency's National level assignments as listed in Section 2 above within the State, following National office policy directives. When communications with USDA national headquarters are cut off, the Chairman of the USDA State Defense Board will seek policy guidance from the Chairman of the appropriate USDA Regional Defense Board. Failing this, the Chairman of the USDA State Defense Board has authority to make all necessary program decisions following USDA National policy guidelines.

It shall be the responsibility of the USDA State Defense Board Chairman to establish and provide overall direction to the USDA County or Metropolitan Area Defense Boards. Agency members of the USDA State Defense Board will name their members to USDA County Defense Boards and provide them with instructions for carrying out agency responsibilities.

SECTION 5 - RESPONSIBILITIES AT THE LOCAL LEVEL

29. USDA COUNTY DEFENSE BOARD. The USDA shall have a County Defense Board in each county or metropolitan area. Membership of each Board shall include, where available, a representative of the following agencies:

- a. Agricultural Stabilization and Conservation Service
- b. Cooperative Extension Service
- c. Farmers Home Administration
- d. Soil Conservation Service

Where possible, representation from Agricultural Research Service and Forest Service will be provided. In a metropolitan area it will usually be possible for an AMS representative to serve on the Board. Where there is a shortage of qualified personnel, agencies may arrange for personnel of other agencies to represent them on USDA County Defense Boards. If such an arrangement is made, the Chairman of the USDA State Defense Board will be notified. Except in certain metropolitan areas or other special situations, the Chairman of the USDA County Defense Board is the ASCS County Office Manager, who also serves as ASCS representative on the Board. The ASCS county office will provide supporting services such as typing, filing, reproduction, and mailing for the Board. In the case of a USDA Metropolitan Area Defense Board, the Food Management Member shall be Chairman and the AMS office shall provide supporting services. USDA Metropolitan Area Defense Boards shall be in only one state but may cooperate with USDA defense boards in adjoining states.

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*-- 30. PRE-EMERGENCY. The Chairman of the USDA County Defense Board, in cooperation with other Board members and under direction of the Chairman of the USDA State Defense Board, is responsible for:

- a. Maintaining liaison with the county government defense organization and other officials in the county as necessary;
- b. Developing within his County Board an adequate organization and staff to carry out USDA responsibilities at the county level in event of an emergency;
- c. Developing programs for (1) assessment of effects of attack, (2) estimating food requirements and supplies, and (3) claiming non-food requisites from local civil authorities;
- d. Coordinating and guiding the planning done by representatives of each USDA agency at the county level in fulfilling their agency assignments as listed in Section 2 above;
- e. Collecting and reporting data needed to support defense planning.

31. EMERGENCY RESPONSIBILITIES. In an emergency when communications are intact, the Chairman of the USDA County (or Metropolitan Area) Defense Board will be responsible to the Chairman of the USDA State Defense Board for the following functions:

- a. Maintaining liaison with county government and other officials at the county level;
- b. Obtaining attack information and reporting observed or otherwise known effects of attack;
- c. Coordinating development of food requirements and supply data;
- d. Claiming non-food materials and manpower;
- e. Directing and coordinating activities of USDA agency representatives in the county, in accordance with assignments listed in Section 2 above.

At the county level, all USDA responsibilities shall be carried out jointly by the Chairman and the representatives of all the USDA agencies represented on the Board in the county.

In an emergency, when communications with higher authority are cut off, the Chairman of the USDA County (or Metropolitan Area) Defense Board has authority to make all program decisions necessary to carry out USDA responsibilities.

SECTION 6 - SUPERSEDEANCE OF EXISTING DIRECTIVES

32. SUPERSEDED DOCUMENTS. This Memorandum supersedes and cancels the original version of Secretary's Memorandum 1489 dated February 1, 1962.

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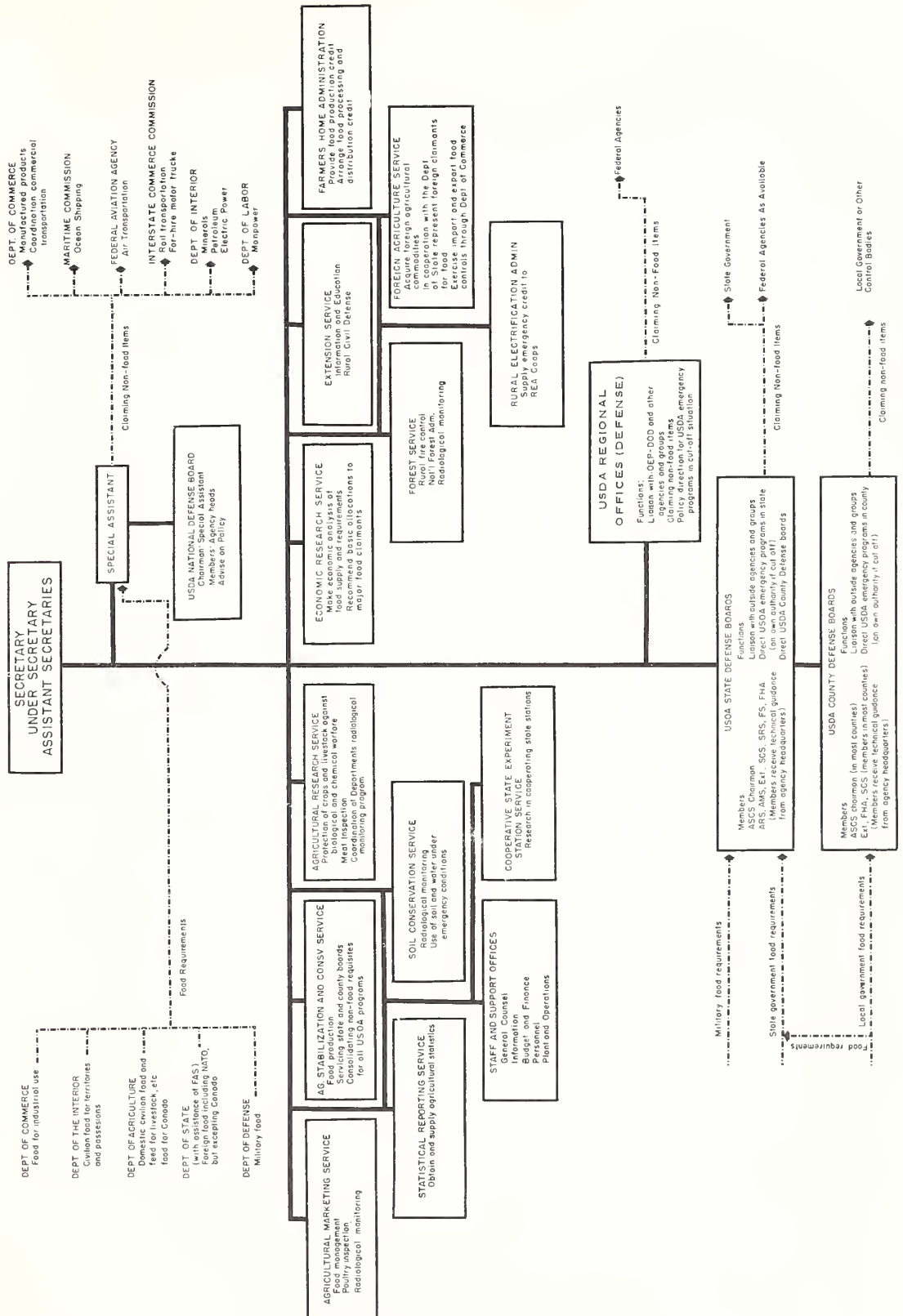
- *-- 33. REVIEW OF OTHER DOCUMENTS. Each Official of USDA given responsibility by this Memorandum will examine the defense documents which he or his predecessor has issued. Any which are inconsistent with provisions of this Memorandum will be cancelled or updated.

A handwritten signature in dark ink, appearing to read "William H. Feltman". The signature is fluid and cursive, with the first name "William" being the most prominent.

--*

DEFENSE ORGANIZATION OF THE UNITED STATES DEPARTMENT OF AGRICULTURE

and relations with other federal, state and local agencies



6-7-63

Amend. 7

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CHAPTER 3 - ORGANIZING AND SERVICING USDA DEFENSE BOARDS

SECTION 1 - COMPOSITION OF USDA STATE DEFENSE BOARDS

301. ESTABLISHMENT. A USDA State Defense Board has been established in each State. There is also a USDA Defense Board
 --for Puerto Rico and the Virgin Islands and one for the District of Columbia.--

302. CHAIRMAN. The Chairman of each Defense Board is generally the ASCS State Executive Director who also represents ASCS
 --on the Board. In Alaska the ARS representative is the Board Chairman and for the District of Columbia the AMS representative is Chairman.--

303. MEMBERS. A representative of each of the following USDA
 --agencies is a member of the Board: (refer to separate "Directory - Key USDA Regional and State Defense Personnel")--

Agricultural Marketing Service
 Agricultural Stabilization and Conservation Service (usually Chm.)
 Agricultural Research Service
 Cooperative Extension Service
 Farmers Home Administration
 Forest Service
 Soil Conservation Service
 Statistical Reporting Service

304. DEPUTY CHAIRMAN. The Chairman of the USDA State Defense Board, in consultation with Board members, will designate a Deputy from among the Board members. To the extent practical, the Deputy Chairman should be located in the same building or at least the same town as the Chairman. The Deputy will continue to represent his agency on the Board.

305. NOTICE OF DESIGNATION. Every newly designated agency member is given a notice of his appointment by the agency head
 --and an extra copy is furnished to the Chairman of the USDA State Defense Board.--

306. ALTERNATES. Alternates to agency representatives on the State Defense Board will not be named, but whenever an agency representative finds it impossible to attend a meeting or other Board activities he will arrange for another qualified official of his agency in the State to represent him until he is again available.

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

--To the extent feasible, it is desirable that persons attending such meetings be in the agency "line of succession" of the defense board position in an emergency. This will permit persons in the line of succession to become better acquainted with the defense plans that they might have to carry out.--

SECTION 2 - FILLING OF VACANCIES IN USDA STATE DEFENSE BOARDS

311. VACANCIES. If a vacancy occurs in the Board Chairmanship, the Deputy Chairman will take over until a new ASCS State
--Executive Director is named. If a Board member leaves his agency before a new principal is named to replace him, the Chairman will inform the USDA National Headquarters (ASCS Area Director, Attention: Disaster and Defense Services Staff) of the vacancy. The USDA agency head at the national level will see that a new principal is named to fill the vacancy as soon as possible.--

SECTION 3 - LINES OF AUTHORITY AND RELATIONSHIPS

314. SPECIAL ASSISTANT. The Special Assistant to the Secretary will give policy direction to the USDA State Defense Boards concerning their overall defense responsi-
--bilities. (In the post-attack period, direction will be from the Secretary or his designee.)--

315. DEPUTY ADMINISTRATOR, STATE AND COUNTY OPERATIONS
*--Servicing and guidance of USDA State Defense Boards will be provided through DASCO by the following:

A. DISASTER AND DEFENSE SERVICES STAFF. The Disaster and Defense Services Staff will provide technical assistance and services to the USDA State Defense Board Chairman in behalf of the Special Assistant. Some of this assistance will be provided by the Defense Field Coordinators on the Disaster and Defense Services Staff. (In the pre-emergency period the Defense Field Coordinators, also will represent USDA in regional contacts with OEP, OCD-DOD and other Federal agencies.) The Defense Field Coordinators'

CHAPTER 3 - ORGANIZING AND SERVICING USDA DEFENSE BOARDS

assignments are listed in the separate "Directory - Key USDA Regional and State Defense Personnel". In providing assistance to USDA State Board Chairmen, the Defense Field Coordinators will work closely with the ASCS Area Directors.--*

B. ASCS AREA DIRECTOR. Each ASCS Area Director will provide to the USDA State Defense Board Chairman:

* * *

(1) Guidance and assistance in arranging the USDA State Defense Board Chairman's time in carrying out his Board responsibilities along with his continuing agency responsibilities.

(2) Technical guidance with regard to food production responsibilities (see also Chapter 6).

--C. OTHER USDA AGENCY DEFENSE DIRECTION. Each agency represented on the USDA State Defense Board will provide its own representatives on the Board with technical program direction as to their: (1) agency responsibilities, (2) emergency authorities and (3) pre-attack actions to be taken in preparation for an emergency.--

316. USDA COUNTY DEFENSE BOARDS. The Chairman of the USDA State Defense Board will give policy guidance and direction to Chairmen of USDA County Defense Boards in carrying out their *--emergency preparedness responsibilities. Technical program direction with respect to agency programs shall be provided to USDA County Defense Boards by the agency representative on the USDA State Defense Board or higher authority within the agency.--*

317. RELATION TO USDA AGENCIES. The USDA State Defense Board Chairman will coordinate and direct the emergency activities of the USDA agencies at the State level through agency representatives on the Board.

*--318. LIAISON WITH STATE GOVERNMENT AND OTHERS. Liaison with State government and other agencies or groups is basically the USDA State Defense Board Chairman's responsibility. However, he may arrange for Board members to make such contacts particularly

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

on matters involving technical aspects in their respective fields (See Par. 434A). The Board Chairman will inform the Special Assistant to the Secretary of all significant developments resulting from liaison between the Board and State Government. The Board Chairman will see that State Government officials are aware of the relationship between USDA State and County Defense Boards. State Government officials must understand that direction of the Boards is through USDA channels.--*

319. RELATION TO REGULAR RESPONSIBILITIES. The Chairman and members will be expected to carry on their USDA State Defense Board assignments along with, and as a part of, their regular program responsibilities. Costs of personal services and travel will be borne by the agency to which the member is regularly assigned.

320. RELATION TO NATURAL DISASTER ACTIVITIES. All State and County USDA Disaster Committees have been established as subcommittees of the USDA State and County Defense Boards. These natural disaster subcommittees shall continue to be called State and County USDA Disaster Committees and shall retain the authority and functions previously performed. The Chairman of the State Defense Board shall be the Executive Secretary of the State USDA Disaster Committee and the ASCS County Office Manager shall be Executive Secretary of the County USDA Disaster Committee whether or not he is Chairman of the USDA County Defense Board. The Executive Secretary of the State and County USDA Disaster Committees, respectively, shall be responsible for keeping members of the Defense Boards fully informed of requests for disaster assistance and of commencement, scope and termination of approved programs. This arrangement will provide for the use of the experience gained in dealing with natural disasters in building a capability to handle USDA defense responsi-
--bilities. Further information on administration of the natural disaster program can be found in Section 4 of Secretary's Memorandum No. 1502, Revised.--

CHAPTER 3 - ORGANIZING AND SERVICING USDA DEFENSE BOARDS
SECTION 4 - CORRESPONDENCE AND ISSUANCES

--322. CHANNEL OF COMMUNICATION. Correspondence primarily of a policy nature shall be addressed to the Special Assistant to the Secretary. All other correspondence or other material pertaining to defense sent by the USDA State Defense Board to USDA national headquarters will be addressed to the appropriate Area Director, ASCS, Attention: Disaster and Defense Services Staff. An extra copy will be enclosed. The Disaster and Defense Services Staff will inform all those who need to know about such correspondence at the national level, including the Special Assistant to the Secretary.--

Policy communications to the USDA State Defense Boards will be *--signed by the Special Assistant to the Secretary. Other correspondence of concern to all States and not involving policy will be sent out by the Disaster and Defense Services Staff through DASCO. Correspondence to individual States and not involving policy will be signed by the appropriate ASCS Area Director.--*

323. ISSUANCE SYSTEM. USDA State Defense Policy Memoranda and the USDA State Defense Operations Handbook and the USDA County Defense Operations Handbook will be used for policy matters. Policy memoranda and amendments to handbooks will be numbered consecutively and signed by the Special Assistant to the Secretary.

Material for inclusion in the emergency records will be covered by USDA State Defense Board Emergency Records Memoranda. USDA State Defense Board Information Memoranda will be used to transmit necessary information or "one time" instructions not suited for the Handbook or for emergency records. Emergency Records and Information Memoranda will be numbered consecutively and signed by the Deputy Administrator, State and County Operations of ASCS.

Instructions will continue to be given for discarding any obsolete or superseded memoranda or other instructional material.

SECTION 5 - MEMBERSHIP OF USDA COUNTY DEFENSE BOARDS

326. COMPOSITION OF USDA COUNTY DEFENSE BOARDS.

*--A. CHAIRMANSHIP. Except for certain metropolitan areas or other special situations, the Chairman of the

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

USDA County Defense Board is the ASCS County Office Manager, who also serves as ASCS representative on the Board. In the case of a USDA Metropolitan Area Defense Board, the food management member shall be Chairman. USDA State Defense Board Chairmen may, under circumstances outlined below--* designate the Chairman of the County ASC Committee as Chairman of the USDA County Defense Board.

- (1) Where no ASCS County Office Manager is headquartered in a county in which a USDA County Defense Board is desirable.
- (2) Where, because of personal or other considerations, the ASCS County Defense Board Chairman may be unable to carry out either the preparation or emergency assignments.
- (3) Where the ASCS County Office Manager is a member of the ready military reserve.

In the event the ASC County Committee Chairman is also in the ready military reserve or for personal or other reasons cannot serve, the Vice Chairman of the ASC County Committee may be designated.

B. MEMBERSHIP AND DESIGNATION PROCEDURE. The following officials automatically represent their agencies in the county in which the agency headquarters are physically located; the County Office Manager, ASCS; the County Agent or County Director, CES; the County Supervisor, FHA; and the Work Unit Conservationist, SCS. Necessary interpretations of this rule as it relates to the physical location of officials concerned are made by the State head of the USDA agency concerned.

Where one of the above-mentioned county officials serves more than one county, the State head of the agency will nevertheless assure that the function of the agency is represented in each county. Where an agency has more than one of the above-mentioned county officials in an area served by a single USDA County Defense Board, the State head of the agency will determine which employee will represent his agency.

CHAPTER 3 - ORGANIZING AND SERVICING USDA DEFENSE BOARDS

Appropriate agency representatives of AMS, ARS, and FS in the State may designate representatives to serve as members of the USDA County Defense Board or through other appropriate means assure adequate coverage and consideration of their program activities at the county level.

The appropriate member of the USDA State Defense Board will prepare a notice of designation to the County Defense Board member and request the designee to deliver a copy of the notice to the Chairman of the USDA County Defense Board. One copy will be sent to the Chairman of the USDA State Defense *--Board by the official making the designation. This may be handled by individual memorandum or by a list action covering several designees.--*

C. KEEPING MEMBERSHIP CURRENT. It is the responsibility of the State heads of the respective agencies to keep their membership on the USDA County Defense Board current at all times.

SECTION 6 - SECURITY CLEARANCE AND IDENTIFICATION CARDS

329. CLEARANCE. Security clearance is not required for Chairmen and members of USDA State or County Defense Boards.

--330. IDENTIFICATION CARDS. "Federal Emergency Assignee" identification card, SF-138, has been prepared to establish a uniform identification system for civilian personnel designated to perform essential duties during a civil defense emergency. Within USDA, the cards are issued by individual agencies to persons designated to carry out defense assignments. The card is intended to assist the bearer to travel by the fastest possible means to his emergency assignment. Federal authorities are familiar with and will recognize the card. State Civil Defense Directors, local civil defense authorities and all law enforcement officials will be reminded annually of the card and its purpose so that they likewise will recognize it and assist designated personnel in carrying out their emergency duties.--

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

SECTION 7 - PROHIBITION OF CERTAIN MULTIPLE EMERGENCY
ASSIGNMENTS

--332. PRINCIPLE. Most USDA employees will be given a primary defense assignment. They can not be expected to carry out simultaneously in an emergency other assignments particularly where they involve different physical locations or different supervision.--

333. READY RESERVE OF THE ARMED FORCES. Members of the ready reserve of the armed forces who wish to retain their reserve status, may not be chosen as full members of the USDA State Defense Boards. However, since the chairmanship goes automatically to the ASCS State Executive Director, it is possible on occasion that the Chairman may be a military ready reservist. In any case of this type the ASCS Executive Director will be replaced in an emergency as ASCS agency representative and as Chairman according to the procedure in Par. 408 A.

Under certain circumstances, members of the ready reserve may be designated members of the USDA County Defense Boards for planning purposes only. It is understood that the military have first call on their services in an emergency. For this reason, any member of a USDA County Defense Board who is in the ready reserve will have an informed successor who is either a USDA employee or member of a formal committee or other group established pursuant to law to assist in administration of agency programs at the county level. The successor would be expected to serve in an emergency. If the ASCS County Office Manager is in the ready reserve, the USDA State Defense Board Chairman is encouraged to take action provided for in Par. 326.

--334. STATE OR LOCAL CIVIL DEFENSE. Any USDA official with a defense assignment, whether or not he is appointed a member of a USDA State Defense Board, is no longer eligible to serve as a State or local Civil Defense official.--

--335. REGIONAL ASSIGNMENTS. Special arrangements are made to avoid multiple assignments in eight designated States when the ASCS Executive Director will become a USDA Regional Defense Representative in an emergency. (See Par. 408A) --

CHAPTER 3 - ORGANIZING AND SERVICING USDA DEFENSE BOARDS
SECTION 8 - SUPPORT FOR USDA STATE AND COUNTY DEFENSE BOARDS

340. SUPPORTING STAFF SERVICES AND EQUIPMENT. ASCS State and County Offices will provide physical facilities and supporting staff services for USDA State and County Defense Boards. This will include, for example, secretarial assistance, distribution *--services, files, space for meetings and related services. Other support arrangements will be worked out in the counties by the State Board Chairman in consultation with Board members and in the State by USDA national headquarters in any case where the Board Chairman is not an ASCS official. AMS will provide supporting services to Chairmen of USDA Metropolitan Area Defense Boards.--*

SECTION 9 - MEETINGS OF USDA STATE DEFENSE BOARDS

343. FREQUENCY. Meetings of USDA State Defense Boards will be held at the call of the Chairman. Meetings will be held as often as *--necessary to carry out the Board responsibilities but no less often than quarterly. Regular monthly meetings are desirable.--*

344. MINUTES OF MEETINGS. Brief minutes of each meeting of the USDA State Defense Board will be prepared as soon as possible after each meeting summarizing major items on the agenda and any conclusions reached. The minutes should indicate, if possible, the time and place of the next meeting. Copies of such minutes will be distributed as indicated in Par. 353.

*--345. ATTENDANCE AT BOARD MEETINGS. Each USDA agency with regular membership on the USDA State Defense Board will be represented at every Board meeting. Therefore, whenever a representative on the Board finds it impossible to attend a meeting or other Board activities, he will make arrangements as indicated in Par. 306.

This principle will also apply at the county level. A regular agency member of the USDA county or Metropolitan Area Defense Board will arrange for another qualified official of his agency to represent him if he is unavoidably absent.--*

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

346. ATTENDANCE OF NATIONAL OFFICE REPRESENTATIVES AT USDA STATE DEFENSE BOARD MEETINGS AND COUNTY BOARD TRAINING MEETINGS. From time to time the Chairman of a USDA State Defense Board may wish a representative of the Office of the Special Assistant to the Secretary or of the national headquarters office of a USDA agency having defense assignments to attend a State Board meeting or a County Board training meeting in order to give assistance to the Board. The State Board Chairman desiring such assistance should address his request to the ASCS Area Director, Attention: Disaster and Defense Services Staff which will make necessary arrangements. Where possible, *--requests should be made at least 30 days in advance of the meeting date. Each request should include full particulars concerning the date, time and place of the meeting as well as the specific subject matter on which assistance is desired. Every effort will be made to comply with such requests to the extent that personnel and travel funds are available.

The Board Chairman will be notified in advance whenever a USDA agency representative at the headquarters level determines on his own initiative that he would like to attend a State Board meeting or a County Board training meeting. The Board Chairman can then make necessary arrangements .--*

SECTION 10 - ADAPTATION OF BOARD STRUCTURE IN SPECIAL
CIRCUMSTANCES

349. ADAPTATION AT COUNTY LEVEL . In unusual cases it may be desirable to establish a USDA County Defense Board on other than a single- county basis. In any instance where the USDA State Defense Board believes an exception to the County Board structure is necessary, the Chairman of the USDA State Defense Board will notify USDA *--national headquarters (Area Director, Attention: Disaster and Defense Services Staff) of exceptions which he has decided to make. Modi- --* fications may take the form of combining two or more adjacent counties or establishing two Boards in a single county.

350. ADAPTATION FOR CERTAIN METROPOLITAN AREAS . Some adaptation of the usual USDA County Defense Board may be needed where large urban populations are involved. The AMS board member will advise the Chairman concerning a solution of problems of this type.

Types of considerations follow:

- (a) Where a large metropolitan area falls entirely within a single county, adding an AMS representative to the usual USDA County Defense Board may be sufficient.
- (b) Where a metropolitan area cuts across county lines, the counties concerned may be joined for Defense Board purposes, with AMS included in the membership, or it may be desirable *--to establish a Metropolitan Area Board (chaired by the AMS representative) with the usual County Boards covering the rural--* areas in each county.
- (c) Some metropolitan areas affect more than one State or region and in these cases a recommendation for solution *--should come from each State involved. USDA Metropolitan Area Defense Boards shall be in only one State, but may cooperate with USDA Defense Boards in adjoining States. USDA national headquarters should be advised of such recommendations so that assistance in achieving necessary coordination can be provided.--*

SECTION 11 - CURRENT REPORTING SYSTEM FOR USDA STATE DEFENSE BOARDS

353. REPORTING REQUIREMENTS. The reporting system of USDA State Defense Boards includes meeting minutes which should be reproduced in sufficient quantity to permit such distribution within *--the State as the Chairman desires, and to provide fifteen copies to the ASCS Area Director, Attention: Disaster and Defense Services Staff.--*

* * *

Reports covering problems and progress in defense planning within the State will be prepared quarterly to cover items not included in meeting minutes. Where a subject has been covered adequately in the minutes, reference will be made to the date of the meeting. If there were no developments beyond coverage in the minutes, a report will be made to this effect. As a basis for these reports, the USDA State Defense Board Chairman will need to be informed currently on defense activities within the State including progress made by the USDA County Defense Boards.

PART 1 - DEFENSE ASSIGNMENTS OF USDA AND ORGANIZATION OF
DEFENSE BOARDS

The USDA State Defense Board Chairman will make the following
distribution of his quarterly report:

*--Fifteen copies to the ASCS Area Director, Attention: Disaster
and Defense Services Staff, to be received by the following
dates :--*

June 10
September 10
December 10
March 10, etc.

The Disaster and Defense Services Staff will distribute copies of the
minutes of meetings and quarterly reports to the Special Assistant to the
Secretary, the appropriate ASCS Area Director, the eight USDA agencies
with major defense assignments and others who have need for them at
the national level.

The reports received from the USDA State Defense Boards will assist
program administration and contribute to a report which USDA is required
to make quarterly to the Joint Committee on Defense Production of the
Congress. Copies of the Department's defense report to the Joint
Committee will be sent to the USDA State Defense Board Chairmen.

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

(NOTE: Material in capital letters represents emergency actions and is followed by material in initial caps and lower case which represents related pre-emergency *-- preparation. Preparation paragraphs will be included only where pre-emergency actions required are different from emergency actions.)--*

CHAPTER 4 - FUNCTIONS OF USDA STATE DEFENSE BOARD

SECTION 1 - SCOPE OF EMERGENCY OPERATIONS

401. MAJOR PROGRAM RESPONSIBILITIES.

A. EMERGENCY OPERATIONS. EMERGENCY OPERATIONS OF IMMEDIATE CONCERN TO THE USDA STATE DEFENSE BOARD WILL INCLUDE THE FOLLOWING:

(1) ORGANIZATION, STAFFING AND FUNCTIONING OF THE USDA STATE HEADQUARTERS OFFICE.

(2) WORKING WITH, COORDINATING AND DIRECTING USDA AGENCIES AT THE STATE LEVEL IN AN EMERGENCY *--AND MAINTAINING NECESSARY RELATIONS WITH OUTSIDE AGENCIES AND GROUPS.--*

(3) WORKING WITH, COORDINATING AND DIRECTING THE USDA COUNTY DEFENSE BOARDS IN AN EMERGENCY.

(4) COORDINATING THE EVALUATION OF THE EFFECTS OF ATTACK.

(5) OBTAINING NECESSARY SUPPORTING SERVICES, MATERIALS AND MANPOWER FROM SUPPLY SOURCES.

(6) EVALUATING OVERALL FOOD REQUIREMENTS AND SUPPLY AS A BASIS FOR DECISIONS ON THE DISTRIBUTION OF FOOD AMONG MAJOR CLAIMANTS.

B. PREPARATION. Preparedness measures relating to the organization and functions of the USDA State Defense Board in an emergency are developed in the pre-emergency period by the Board within the framework of guides in this Handbook and in accordance with such other guidelines as may be received from USDA national headquarters.

(PAR. 403)

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

SECTION 2 - ACTIVATION OF EMERGENCY ORGANIZATION

*--403. ALERTING PROCEDURE FOR ACTIVATION. THE USDA STATE EMERGENCY ORGANIZATION WILL BE ACTIVATED UPON DETERMINATION OF THE SECRETARY, THE DECLARATION OF THE CIVIL DEFENSE EMERGENCY BY THE PRESIDENT OR DIRECT ATTACK ON THE UNITED STATES. THE SPECIAL ASSISTANT TO THE SECRETARY (OR THE SECRETARY) WILL ADVISE THE USDA STATE DEFENSE BOARD CHAIRMAN WHEN TO ACTIVATE THE THE USDA EMERGENCY STATE OFFICE. THE CHAIRMAN WILL THEN ADVISE MEMBERS OF THE BOARD WHEN TO ASSEMBLE AT THE USDA EMERGENCY STATE OFFICE. EACH BOARD MEMBER, IN TURN, WILL ADVISE AGENCY PERSONNEL WHO HAVE EMERGENCY ASSIGNMENTS WHEN TO REPORT TO THEIR DUTY POSTS. THOSE PERSONS NOT HAVING EMERGENCY ASSIGNMENTS WILL CONTINUE WORK IN THEIR NORMAL (OR BROADENED) AREAS OF RESPONSIBILITY, AND BE GUIDED BY COMMUNITY CIVIL DEFENSE PLANS FOR THE CIRCUMSTANCES.

IF A CIVIL DEFENSE WARNING IS SOUNDED BEFORE THE BOARD CHAIRMAN RECEIVES THE ABOVE ADVICE FROM THE OFFICE OF THE SECRETARY, HE AND ALL OTHER USDA PERSONNEL WILL FOLLOW LOCAL CIVIL DEFENSE SURVIVAL PLANS. WHEN CIRCUMSTANCES PERMIT, THE CHAIRMAN, BOARD MEMBERS, AND THEIR RESPECTIVE EMERGENCY STAFFS WILL AUTOMATICALLY PROCEED TO AND ACTIVATE THE USDA EMERGENCY STATE OFFICE AND OTHER DESIGNATED EMERGENCY POSTS.--*

--404. NOTIFYING COUNTY BOARDS OF ACTIVATION. WHENEVER THE USDA EMERGENCY STATE OFFICE IS ACTIVATED, THE USDA STATE DEFENSE BOARD CHAIRMAN WILL NOTIFY USDA COUNTY DEFENSE BOARDS AND INCLUDE THE NEW COMMUNICATIONS ADDRESS IF IT IS NOT ALREADY KNOWN TO COUNTY BOARDS.--

SECTION 3 - ORGANIZATION AND STAFFING

406. ORGANIZATION OF STAFF FOR USDA STATE EMERGENCY HEAD-QUARTERS.

A. EMERGENCY OPERATIONS. THE ORGANIZATION AND STAFF OF USDA STATE EMERGENCY HEADQUARTERS WILL INCLUDE THE MEMBERS OF THE STATE DEFENSE BOARD AND SUPPORTING STAFF DESIGNATED IN THE PRE-EMERGENCY PERIOD AND AUGMENTED

*--AS NECESSARY IN THE EMERGENCY. THE BOARD WILL CALL ON USDA AGENCIES TO SUPPLY SUCH STAFF AS MAY BE REQUIRED TO CARRY OUT FUNCTIONS WHICH CANNOT BE ASSIGNED COMPLETELY

CHAPTER 4 - FUNCTIONS OF USDA STATE DEFENSE BOARD

TO INDIVIDUAL AGENCIES. REFINEMENTS IN MAJOR ASSIGNMENTS AND DETERMINATION OF NUMBER OF PERSONNEL REQUIRED WILL DEPEND ON WORK TO BE DONE IN PARTICULAR STATES. TYPES OF ASSIGNMENTS TO PERSONNEL WHO WILL CARRY OUT FUNCTIONS OUTLINED IN PARS. 438-443 FOLLOW:--*

* * *

1. COMMUNICATIONS: INSURE COMMUNICATIONS CAPABILITY WITH ALL USDA LEVELS AND WITH APPROPRIATE STATE AND FEDERAL AGENCIES. COORDINATE AND MAINTAIN CONTROL AND PRIORITY OF ALL USDA COMMUNICATIONS SO AS TO ASSURE ORDERLY, ACCURATE AND URGENT COMMUNICATIONS ACTIVITY.
2. ATTACK ANALYSIS AND RESOURCE EVALUATION: ASSEMBLE AND CORRELATE DATA RECEIVED FROM ALL APPROPRIATE SOURCES ON ATTACK SITUATION. ANALYZE FOR THE BOARD THE GENERAL AND IMMEDIATE SCOPE AND EFFECT ON ABILITY TO MAINTAIN CONTINUITY OF USDA OPERATIONS. SUBMIT TO AGENCIES, AS APPROPRIATE, INCOMING DATA ON THE SITUATION AND COORDINATE FOR USDA STATE DEFENSE BOARD ANALYSES MADE BY SUCH AGENCIES PROVIDING THE BOARD WITH SUMMARIES OF ATTACK EFFECTS. PREPARE STATE SUMMARIES FOR SUBMISSION BY THE BOARD TO USDA COUNTY DEFENSE BOARDS AND TO HIGHER USDA AUTHORITY.
3. NON-FOOD REQUIREMENTS: RECEIVE, ASSEMBLE AND ROUTE REQUESTS FOR NON-FOOD MATERIALS, EQUIPMENT, SERVICES AND MANPOWER TO APPROPRIATE AGENCY REPRESENTATIVE ON THE USDA STATE DEFENSE BOARD. ASSEMBLE AND COORDINATE CLAIMS ORIGINATING WITHIN USDA AGENCIES AT THE STATE LEVEL FOR SUBMISSION BY THE CHAIRMAN TO RESOURCE AGENCIES AND ASSIST THE CHAIRMAN IN MAKING PRESENTATION OF REQUIREMENTS TO RESOURCE AGENCIES.
4. CONSOLIDATION OF FOOD REQUIREMENTS AND SUPPLY INFORMATION: RECEIVE AND ASSEMBLE CLAIMS FOR FOOD. WORKING WITH APPROPRIATE AGENCIES, ASSEMBLE AND COORDINATE SUPPLY-REQUIREMENTS DATA FOR PRESENTATION TO THE BOARD MAKING SURE ALL AFFECTED INTERESTS

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

ARE REPRESENTED. COORDINATE SUCH ACTIVITY WITH APPROPRIATE NON-FOOD INTERESTS TO ASSURE INTEGRATED ACTIVITY IN MAKING ANALYSES RESULTING IN BOARD ACTIONS.

B. PREPARATION. The Board will draw on agency staffs selected in the pre-emergency period for the personnel needed to support members of the Board in an emergency to carry out the functions described above. Personnel recommended by the Board are subject to approval by the agencies involved and this approval will be obtained by the appropriate agency members of the Board. Inability to formulate a supporting staff will be reported to USDA *--national headquarters (the appropriate ASCS Area Director, Attention: Disaster and Defense Services Staff) so that--* consultation can take place at the national level. Care should be taken to provide for sufficient personnel so as to be able to operate under heavy pressure and within unusual time schedules. In some of these assignments it will be necessary now to consider the need for equipment and specific operating procedures peculiar to a particular State. The Board will conduct orientation programs to make certain that each member of the emergency staff understands his assignment.

407. ASSISTANCE IN AGENCY STAFFING.

A. EMERGENCY OPERATIONS. EACH AGENCY WILL HAVE A STAFF DESIGNATED IN THE PRE-EMERGENCY PERIOD TO USE IN CARRYING OUT ITS ASSIGNED EMERGENCY RESPONSIBILITIES.

B. PREPARATION. The USDA State Defense Board Chairman will check with the agency representative on the State Defense Board to make sure that these personnel are available. The Chairman will work with agency members of the USDA State Defense Board to ascertain that each agency has designated such a staff and is developing capability to carry out its emergency assignments. * * * Employees in the Ready Reserves of the Armed Forces should not be given emergency assignments although they may be used for emergency preparation.

CHAPTER 4 - FUNCTIONS OF USDA STATE DEFENSE BOARD

408. SUCCESSION TO USDA STATE DEFENSE BOARD CHAIRMANSHIP.

A. EMERGENCY OPERATIONS. WHENEVER A NEW ASCS STATE EXECUTIVE DIRECTOR IS NAMED, HE WILL SUCCEED TO THE CHAIRMANSHIP OF THE BOARD. IF A VACANCY EXISTS IN CHAIRMANSHIP BEFORE THE EXECUTIVE DIRECTOR IS AVAILABLE, THE ACTING CHAIRMAN WILL BE THE DEPUTY CHAIRMAN OR IF THE DEPUTY IS UNAVAILABLE, THE ACTING CHAIRMANSHIP WILL GO TO OTHERS IN THE LINE OF SUCCESSION AS AGREED UPON IN THE PRE-EMERGENCY *--PERIOD. (EXCEPTIONS WILL BE MADE IN N. H., DEL., GA., WIS., TEXAS, COLO., CALIF., AND WASH., AND THESE STATES HAVE SEPARATE INSTRUCTIONS ON THIS SUBJECT.) IT IS UNDERSTOOD THAT THE ACTING CHAIRMAN--* WILL GIVE UP HIS POST IF SOMEONE HIGHER ON THE LIST REPORTS FOR ACTIVE DUTY.

B. PREPARATION. It will be the responsibility of the USDA State Defense Board to maintain an up-to-date list of successors to the post of Acting Chairman under emergency situations when the Chairman is unable to serve and until a new ASCS Executive Director has been named and is available. The Board Chairman will notify USDA national headquarters *-- (Area Director, Attention: Disaster and Defense Services Staff) and USDA County Defense Boards in the State of the--* order of succession agreed upon. * * *

409. SUCCESSION TO AGENCY REPRESENTATION.

A. EMERGENCY OPERATIONS. WHENEVER A MEMBER OF THE STATE DEFENSE BOARD IS UNABLE TO SERVE IN AN EMERGENCY, HIS SUCCESSOR WILL TAKE HIS PLACE, UNTIL A NEW PRINCIPAL IS NAMED.

--B. PREPARATION. Each USDA agency representative on the Board will select at least two successors to replace him in the event he is unable to serve in an emergency. For example, the ASCS State Executive Director will have two successors to his role as ASCS representative. The Board member will clear his selection within the agency concerned and keep the Board Chairman informed. Those designated as emergency-- successors will be informed by the agencies in the same

manner as members of the USDA State Defense Board are informed (Par. 305). The Chairman is responsible for maintaining an up-to-date listing of successors. Only the agency representatives and not their emergency successors will be included in the line of succession to the Board Chairmanship.

* * *

SECTION 4 - EMERGENCY STATE OFFICE

417. LOCATION OF SITE AND RELATION OF PUBLIC SHELTER AREAS.

A. EMERGENCY OPERATIONS. FOR THE EMERGENCY STATE OFFICE (ESO) SITES TO BE USED BY THE USDA STATE DEFENSE BOARDS AND SUPPORTING STAFFS IN AN EMERGENCY, REFER TO SEPARATE DIRECTORY.

B. PREPARATION. If the location of the ASCS Office is not sufficiently safe for use in an emergency, the USDA State Defense Board will select a separate Emergency State Office site. The USDA State Defense Board will ascertain that sufficient space can be made available for storage of necessary records, equipment and supplies in the pre-emergency period and for these items and all personnel who will be at the headquarters site in an emergency. For example, if USDA plans to use a post office as emergency headquarters, arrangements shall be made with the postmaster. After obtaining views of State government, the Board Chairman will recommend a site to USDA ~~national~~ headquarters (ASCS Area Director, Attention: Disaster and Defense Services Staff). Comments of OEP regional offices will be obtained by the Disaster and Defense Services Staff.

If the corridors and other specified parts of a building are designated as public shelter areas, another safe part of the same building may be designated as the USDA emergency office location. However, the USDA emergency office may not be located in an area designated as a public shelter area. It is recognized that there are advantages when an emergency office and public shelter are in the same building since the shelter area then may be stocked by civil defense with necessary survival items. (Any additional sites needed by staffs of individual agencies in an emergency will be identified in accordance with provisions of agency chapters of this handbook).--*

ASCS will provide support services for Emergency State Offices when they are located within or physically near ASCS facilities. Where the ESO is not so located, the USDA State Defense Board Chairman will arrange through the appropriate member of the Board for the provision of such services. The Chairman will inform USDA national headquarters of any problems. Where equipment is a problem, surplus property can be made available with assistance of USDA Area Equipment Committees.

*--418. RADIOLOGICAL MONITORING AT THE EMERGENCY STATE OFFICE.

RADIOLOGICAL MONITORING READINGS WILL BE MADE AT THE EMERGENCY STATE OFFICE AS SOON AFTER ATTACK AS POSSIBLE FOLLOWING THE INSTRUCTIONS AND TECHNIQUES OUTLINED IN THE "HANDBOOK FOR RADIOLOGICAL MONITORS" (FG-E-5.9, APRIL 1963, OFFICE OF CIVIL DEFENSE, DEPARTMENT OF DEFENSE). THIS WILL BE DONE BY SCS, EXCEPT IN ALASKA WHERE IT IS ASSIGNED TO THE FOREST SERVICE, AND IN SOUTH CAROLINA WHERE THIS RESPONSIBILITY IS VESTED IN AMS.--*

* * *

SECTION 5 - EMERGENCY COMMUNICATIONS

421. EMERGENCY COMMUNICATIONS CAPABILITY.

A. EMERGENCY OPERATIONS. SURVIVING COMMUNICATION FACILITIES WILL BE RELIED UPON IN EVENT OF AN EMERGENCY. WHERE THE EMERGENCY STATE OFFICE IS LOCATED CLOSE TO THE STATE CIVIL DEFENSE HEAD-QUARTERS, IT MAY BE POSSIBLE TO USE THE STATE CIVIL DEFENSE COMMUNICATIONS FACILITIES.

--B. PREPARATION. As a minimum the ESO will have a telephone and a transistor radio receiver. USDA national headquarters will provide for each State ESO a teletype receiver and sender. State and County Defense Boards should not undertake to procure radio transmitters or to obtain a radio frequency or license for emergency use.--

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

*--Consistent with the above principles, the Board Chairman should take the following steps to ensure adequate communications capability in an emergency:

- (1) Arrange with State government for use of State communications in an emergency where this is possible. Special arrangements may be possible in some cases even if the ESO is not located in the same building with the State government emergency site.
- (2) Explore the possibility of having communications facilities of USDA agencies, such as Forest Service, made available to the State Defense Board during an emergency.
- (3) Secure from the State Civil Defense Director a list of the amateur radio operators near the ESO who are a part of the Radio Amateur Civil Emergency System "RACES", and who may be contacted concerning their availability in an emergency.
- (4) Arrange with the telephone company to have USDA lines identified as essential service circuit to permit placing as well as receiving service calls in an emergency.
- (5) Make sure that sites of emergency operations at the county level are equipped with telephones and that other feasible measures such as essential service phone circuits are explored.--*

SECTION 6 - EMERGENCY RECORDS SYSTEM

424. USE OF EMERGENCY RECORDS.

A. EMERGENCY OPERATIONS. THE CHAIRMAN WILL DESIGNATE A RECORDS CUSTODIAN AND IT WILL BE HIS RESPONSIBILITY TO SEE THAT RECORDS ARE CHARGED OUT AND RETURNED TO THEIR PROPER PLACE IN THE FILE. HE WILL BE RESPONSIBLE ALSO FOR ESSENTIAL RECORDS WHICH ARE PRODUCED DURING AN EMERGENCY.

CHAPTER 4 - FUNCTIONS OF USDA STATE DEFENSE BOARD

B. PREPARATION. Records required for emergency operations will be established and maintained at the Emergency State Office and other sites as necessary in the pre-emergency period in accordance with the outline which appears in Exhibit 4. If the USDA State Defense Board Chairman is located in an office other than the Emergency State Office, it is recommended also that he establish a set of emergency records in his own office. The records will provide the basis for emergency operations and must be kept current. No basic deviation from the outline may be undertaken without approval of USDA national headquarters, since the records are being established with a definite relationship to, and compatibility with, the emergency records of the other areas of USDA. The USDA State Defense Board is responsible for assisting each USDA County Defense Board in establishing adequate emergency records consistent with the basic outline in the USDA County Defense Operations Handbook.

SECTION 7 - ADMINISTRATIVE STAFF SERVICES

*--427. PERSONNEL SERVICES. TO THE EXTENT FEASIBLE IN AN EMERGENCY SITUATION EACH AGENCY WILL CONTINUE TO (1) SERVICE THE PERSONNEL REQUIREMENTS OF ITS REPRESENTATIVES ON THE STATE DEFENSE BOARD AND SUPPORT STAFF LOCATED AT THE ESO, AND (2) PROVIDE PERSONNEL SUPPORT AS APPROPRIATE FOR EMERGENCY PROGRAM ACTIVITIES ELSEWHERE WITHIN THE STATE.

DURING A DECLARED EMERGENCY, PERSONNEL SERVICES WILL BE GOVERNED BY THE NATIONAL EMERGENCY ADMINISTRATIVE REGULATIONS OF TITLE 8 OF THE ADMINISTRATIVE REGULATIONS. SHOULD THERE BE DIRECT ATTACK ON THE UNITED STATES OR A DISASTER SITUATION BE DECLARED, PERSONNEL ADMINISTRATION WILL BE GOVERNED BY THE DISASTER EMERGENCY REGULATIONS OF TITLE 8 OF THE ADMINISTRATIVE REGULATIONS.

IN AN EMERGENCY CUT-OFF SITUATION THE STATE DEFENSE BOARD CHAIRMAN WILL SEE THAT APPROPRIATE PERSONNEL SERVICES AND SUPPORT ARE CARRIED OUT THROUGH THE STATE DEFENSE BOARD FOR THOSE AGENCIES NOT OPERATING UNDER DELEGATED PERSONNEL AUTHORITY TO THE STATE LEVEL.-- *

--THESE PERSONNEL SERVICES CAN BE PROVIDED TO THE USDA STATE DEFENSE BOARD AND ALL DEPARTMENT AGENCIES WITHIN THE STATE BY DRAWING UPON THE PERSONNEL STAFF, THE KNOW-HOW AND FIELD FACILITIES OF SCS AND/OR FHA. THESE AGENCIES OPERATE UNDER DELEGATED PERSONNEL AUTHORITY TO THE STATE LEVEL FOR EMPLOYEES IN THE CLASSIFIED CIVIL SERVICE AND HAVE THE ABOVE REGULATIONS.--

(Information covering any remaining Personnel, Fiscal or other arrangements will be added as developed.)

SECTION 8 - DIRECTION, COORDINATION, DECISION MAKING AND LIAISON

434. DIRECTION, COORDINATION, DECISION MAKING.

*--A. EMERGENCY OPERATIONS. IN A DEFENSE EMERGENCY, THE CHAIRMAN OF THE USDA STATE DEFENSE BOARD UNDER DIRECTION OF THE APPROPRIATE OFFICIAL AT THE NATIONAL HEADQUARTERS WILL BE RESPONSIBLE FOR COORDINATING ADMINISTRATION OF ALL USDA PROGRAMS AT THE STATE LEVEL, INCLUDING DIRECTING AND COORDINATING ACTIVITIES OF THE VARIOUS USDA AGENCY REPRESENTATIVES. IF COMMUNICATIONS ARE SEVERED WITH USDA NATIONAL HEADQUARTERS, THE STATE BOARD CHAIRMAN WILL BE UNDER THE POLICY DIRECTION OF THE USDA REGIONAL DEFENSE BOARD CONSISTING OF THE USDA REGIONAL DEFENSE REPRESENTATIVE AS CHAIRMAN AND THE USDA AGENCY REPRESENTATIVES AT THE REGIONAL LEVEL.

IF CUT OFF FROM BOTH THE NATIONAL HEADQUARTERS AND THE USDA REGIONAL DEFENSE BOARD, THE STATE BOARD CHAIRMAN WILL BE RESPONSIBLE FOR THE COORDINATION AND DIRECTION OF ALL USDA PROGRAMS IN THE STATE UNTIL COMMUNICATIONS WITH HIGHER AUTHORITY ARE RE-ESTABLISHED.--*

IN HIS DIRECTION, COORDINATION AND DECISION MAKING, THE USDA STATE DEFENSE BOARD CHAIRMAN WILL BE CONCERNED PRIMARILY WITH MATTERS WHICH AFFECT MORE THAN ONE

*--PROGRAM. TO THE EXTENT FEASIBLE, THE STATE BOARD CHAIRMAN WILL OPERATE WITHIN THE FRAMEWORK OF THE TECHNICAL DIRECTIONS AND STANDBY ORDERS PREPARED BY THE VARIOUS

AGENCIES REPRESENTED ON THE BOARD. ACTION TAKEN BY--*
THE CHAIRMAN WOULD BE WITH THE ADVICE OF THE APPROPRIATE
USDA AGENCY REPRESENTATIVE ON HIS BOARD. SOME OF THESE
MATTERS MAY ALSO REQUIRE CONSULTATION WITH APPROPRIATE
CHAIRMEN OF USDA COUNTY DEFENSE BOARDS.

NONE OF THE PROGRAMS CAN BE CONDUCTED ON AN ISOLATED
BASIS AND ALL WILL REQUIRE THE ATTENTION OF THE USDA STATE
DEFENSE BOARD CHAIRMAN AT SOME POINT IN ORDER TO ENSURE
THE NECESSARY COORDINATION. * * *

IN ADDITION TO ENSURING THE COORDINATION OF INTERRELATED
ACTIVITIES, THE USDA STATE DEFENSE BOARD CHAIRMAN WILL
MAKE MAJOR DECISIONS OR RECOMMENDATIONS TO HIGHER
AUTHORITY ON SUCH MATTERS AS FOOD ORDERS, PRODUCTION
GUIDES OR GOALS, POLICY ON FINANCIAL ASSISTANCE, AREAS
TO BE COVERED BY QUARANTINE, CONSIDERING EFFECTS ON
TRANSPORTATION, MATTERS RELATING TO RURAL FIRE, ETC.

IN THE DIRECTION AND COORDINATION OF AGENCY ACTIVITIES
AT THE STATE LEVEL, THE STATE DEFENSE BOARD CHAIRMAN
WILL MAINTAIN CONTACT WITH USDA AGENCIES THROUGH THE
AGENCY REPRESENTATIVES ON HIS BOARD. THESE REPRESENTA-
TIVES WILL SEE THAT THE AGENCIES CARRY OUT THE DIRECTIONS
GIVEN BY THE BOARD CHAIRMAN. THIS IS AUTOMATIC WHEN
THE AGENCY REPRESENTATIVE IS ALSO HEAD OF THAT AGENCY
IN THE STATE. IN OTHER CASES, THE AGENCY REPRESENTATIVE
WILL CONVEY THE WISHES OF THE CHAIRMAN TO THE APPROPRIATE
AGENCY OFFICIAL. AGENCY REPRESENTATIVES MAY RECEIVE
TECHNICAL PROGRAM GUIDANCE THROUGH NORMAL AGENCY
CHANNELS.

IN DIRECTING AND COORDINATING ACTIVITIES AT THE COUNTY
LEVEL, THE USDA STATE DEFENSE BOARD CHAIRMAN WILL WORK
WITH CHAIRMEN OF USDA COUNTY BOARDS. THIS DOES NOT
PRECLUDE AGENCY REPRESENTATIVES AT THE STATE LEVEL FROM
COMMUNICATING DIRECTLY WITH THEIR COUNTERPARTS AT THE
COUNTY LEVEL ON TECHNICAL ASPECTS OF AGENCY PROGRAMS.

B. PREPARATION. The USDA State Defense Board will develop
an understanding of the lines of authority which are applicable in
time of emergency both when communications are cut off and when
they are intact.

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

Agency plans at the State level must be basically consistent with the overall USDA plans for the State and with the agency emergency preparedness guides included in the agency chapters of this Handbook.

Emergency plans developed by USDA agency representatives will be reviewed by the USDA State Defense Board in order that they can be coordinated with other plans at the State level before they become effective. In such review, the Board will not be concerned with the purely internal activity of the agency, but will concentrate on the relationship among the USDA agencies and between the agencies and the Board Chairman. Agency representatives may, of course, obtain additional guidance in the development of agency emergency preparedness from the agency national headquarters. Agency representatives on the USDA State Defense Board will keep the Board informed of the progress of agency planning.

The Chairman of each USDA State Defense Board will ascertain the status of Board activity at the county level and its relation to provisions of the USDA County Defense Operations Handbook and other official instructions. Agency representatives on the USDA State Defense Board will keep the Board informed of the development of agency plans at the county level. If communications are cut off, USDA County Defense Boards may have to operate for a time on their own. It is important, therefore, that emergency preparations at the county level be consistent with USDA State and national policies.

435. UNDERSTANDINGS WITH STATE GOVERNMENT, OTHER FEDERAL AGENCIES, THE FOOD INDUSTRY AND CANADA.

A. EMERGENCY OPERATIONS. LIAISON WITH REPRESENTATIVES OF STATE GOVERNMENT, OTHER FEDERAL AGENCIES, THE FOOD INDUSTRY AND CANADA IS VITAL IN ORDER TO ASSURE MUTUAL COOPERATION AND ASSISTANCE. LIAISON CHANNELS ARE NOT CHANNELS OF AUTHORITY. USDA OFFICIALS IN THE FIELD WILL RECEIVE INSTRUCTIONS THROUGH USDA CHANNELS ONLY.

--STATES BORDERING CANADA WILL CARRY OUT INTERNATIONAL ARRANGEMENTS MADE IN THE PRE-EMERGENCY PERIOD.--

THE PRIMARY REPRESENTATIVE OF USDA AT THE STATE LEVEL IS THE USDA STATE DEFENSE BOARD CHAIRMAN BUT ON ASSIGNED AGENCY PROGRAM MATTERS INDIVIDUAL AGENCY REPRESENTATIVES WILL WORK WITH THEIR COUNTERPARTS IN STATE GOVERNMENT,

CHAPTER 4 - FUNCTIONS OF USDA STATE DEFENSE BOARD

OTHER FEDERAL AGENCIES AND THE FOOD INDUSTRY. THE USDA STATE DEFENSE BOARD CHAIRMAN WILL BE KEPT INFORMED OF SIGNIFICANT DEVELOPMENTS.

UNDERSTANDINGS REACHED WITH STATE GOVERNMENT AND OTHERS IN THE PRE-EMERGENCY PERIOD WILL BE FOLLOWED IN AN EMERGENCY UNLESS THE USDA STATE DEFENSE BOARD CHAIRMAN DETERMINES THAT SOME CHANGES ARE WARRANTED. IN THIS EVENT, HE WILL CONSULT WITH THOSE CONCERNED AND OBTAIN CONCURRENCE FROM USDA NATIONAL HEADQUARTERS IF COMMUNICATIONS PERMIT.

UNDER AN AGREEMENT BETWEEN USDA AND THE U. S. DEPARTMENT OF THE INTERIOR, REPRESENTATIVES OF INTERIOR WILL SUPERVISE THE COMMERCIAL PRODUCTION AND PROCESSING OF FISHERY PRODUCTS IN AN EMERGENCY. FISHERY BOATS AND FISH PROCESSORS WILL GO TO LOCAL REPRESENTATIVES OF THE DEPARTMENT OF THE INTERIOR FOR HELP IN OBTAINING PRODUCTION REQUISITES AND MANPOWER. WHOLESALE DISTRIBUTION OF FISH AND FISH PRODUCTS IS A USDA RESPONSIBILITY IN AN EMERGENCY.

UNDER AN AGREEMENT WITH THE U. S. DEPARTMENT OF COMMERCE, IT IS RECOGNIZED THAT CERTAIN AGRICULTURAL COMMODITIES HAVE INDUSTRIAL USES AND PASS FROM USDA JURISDICTION TO JURISDICTION OF THE DEPARTMENT OF COMMERCE. FOR THOSE FOODS WHICH HAVE INDUSTRIAL USES, JURISDICTION NORMALLY PASSES FROM USDA TO COMMERCE WHEN THE FOODS ARE NO LONGER CAPABLE OF BEING EATEN OR DRUNK BY HUMANS OR ANIMALS OR AT THE POINT WHEN THEY LOSE THEIR IDENTITY AS AGRICULTURAL FOODS OR PRODUCTS.

COPIES OF THESE AGREEMENTS WITH INTERIOR AND COMMERCE AND RELATED PROCEDURAL MATERIAL WILL BE INCLUDED IN THE EMERGENCY RECORDS. THE EXECUTIVE ORDER WHICH DEFINES "FOOD" FOR PURPOSES OF DEFENSE PROGRAMS CAN BE FOUND AS EXHIBIT 2 FOLLOWING CHAPTER 1 OF THIS HANDBOOK.

B. PREPARATION. The USDA State Defense Board will develop an understanding of the channels for working with State government, other Federal agencies and food industry in an emergency and will establish appropriate working relationships in the pre-emergency

(PAR. 435)

PART 2 - EMERGENCY OPERATIONS AND PRE-EMERGENCY PREPARATION

--period. States bordering Canada will develop necessary working relations with that country. All understandings will be in accordance with policy issued by USDA national headquarters.--

The Chairman of the USDA State Defense Board will ascertain that representatives of State government have an appropriate understanding of the division of responsibilities between USDA and State government agencies as indicated in the National Food Plan (Annex 31) and other basic documents. If such an understanding is not evident, the Chairman of the Board will so report to USDA

--national headquarters (ASCS Area Director, Attention: Disaster and Defense Services Staff).--

--When a Memorandum of Understanding is approved, the USDA State Defense Board Chairman will arrange to distribute it to the USDA County Defense Boards in the State in sufficient quantity to cover the membership of the County Boards. The State Board Chairman will ask each County Board Chairman to (a) discuss the Memorandum of Understanding in a County Board meeting and be sure that each member is familiar with its contents, and (b) review the contents of the Memorandum of Understanding with appropriate officials of county or city governments and others who have a direct interest in the program.--

The USDA State Defense Board will review survival and other plans of State government agencies which relate to functions of USDA and make recommendations where necessary to assure consistency

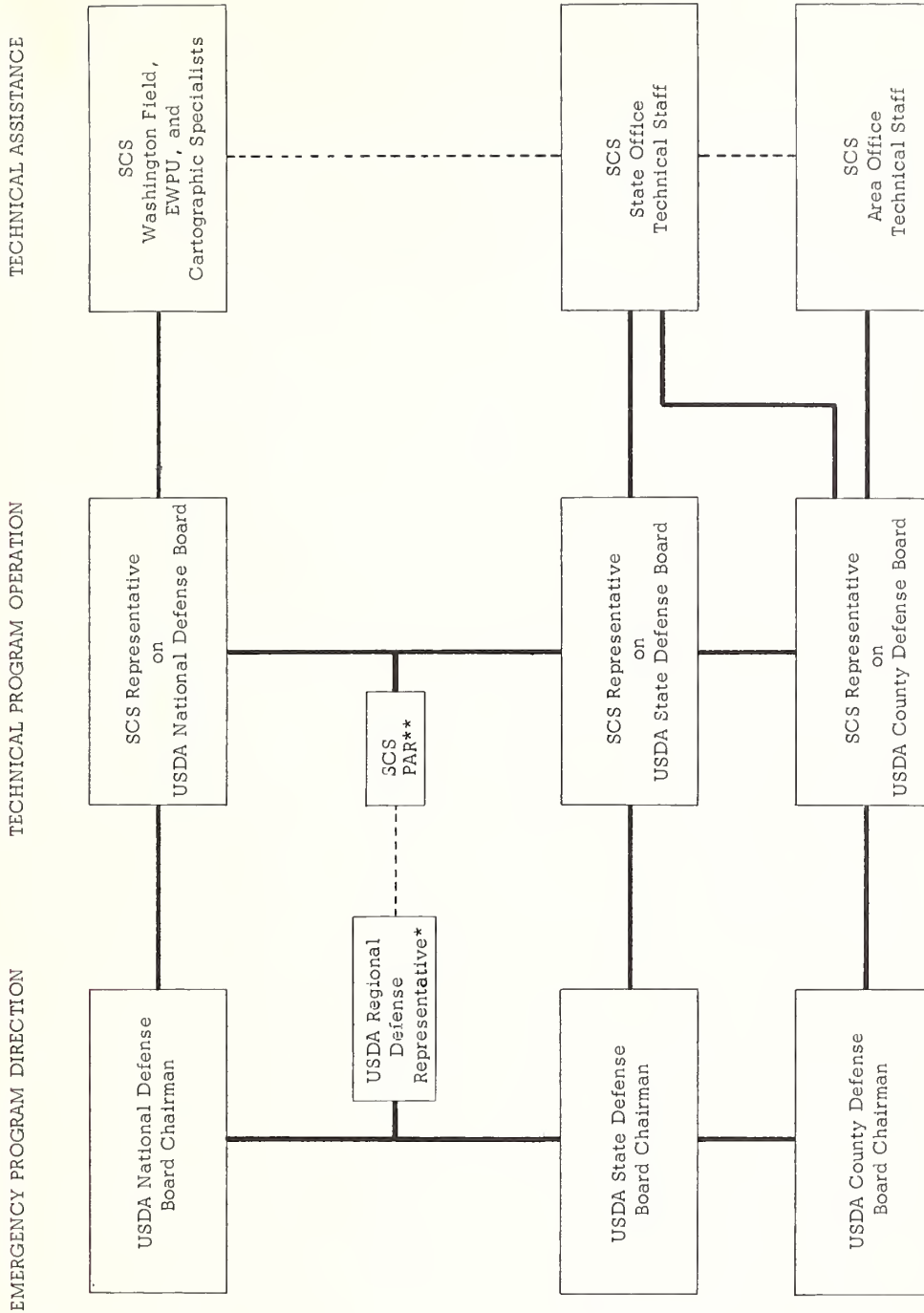
--with USDA responsibilities. The Board also will assist Food Task Groups set up by the State government in the development of plans by the State to carry out their emergency food responsibilities.--

SECTION 9 - SPECIAL SERVICES OF DIRECT CONCERN TO USDA STATE DEFENSE BOARD

438. EFFECTS OF NUCLEAR ATTACK.

A. EMERGENCY OPERATIONS. IN THE IMMEDIATE POST-ATTACK PERIOD, THE USDA STATE DEFENSE BOARD WILL REVIEW ATTACK DATA. THIS INFORMATION ON THE SCOPE AND NATURE OF THE

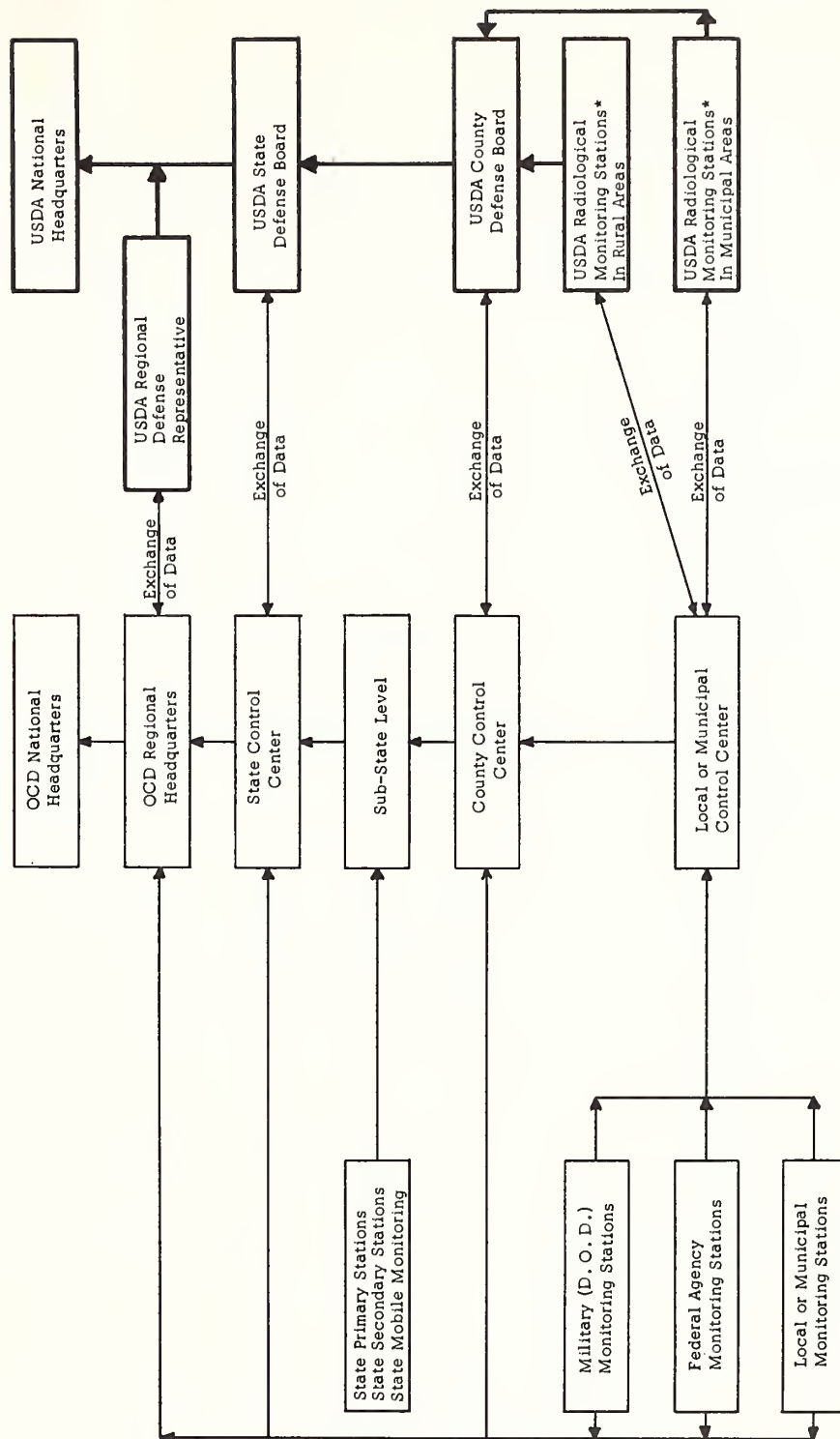
EMERGENCY SOIL CONSERVATION SERVICE OPERATIONS



* Regional Defense Representative becomes Chairman of Regional Defense Board only when communications are cut off.

** SCS FAR becomes a member of Regional Defense Board when communications are cut off.

RADIOLOGICAL DEFENSE REPORTING (COMMUNICATIONS) SYSTEM



* USDA agencies represented are ARS, AMS, FS and SCS.

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